

## Message Text

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ACTION IO-10

INFO OCT-01 EUR-12 ISO-00 PC-05 AID-05 EB-07 L-03 COME-00

SIL-01 LAB-04 TRSE-00 DIWY-01 STR-04 CIAE-00 INR-07

NSAE-00 /060 W

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P R 241556Z NOV 75

FM AMEMBASSY VIENNA

TO SECSTATE WASHDC PRIORITY 7219

INFO USMISSION USUN NEW YORK

UNCLAS VIENNA 9870

E.O. 11652: N/A

TAGS: UNIDO, PORG, EAID

SUBJECT: UNIDO PC-VI AGENDA ITEM 4(B)-UNIDO REORGANIZATION

REF: VIENNA 9352

1. PER PARA 2(C) REFTEL, FOLLOWING IS POSSIBLE TYPE OF COMMENT  
ON UNIDO REORGANIZATION WHICH USDEL MIGHT MAKE, AS  
APPROPRIATE, DURING PC-VI DISCUSSION OF ITEM 4(B).

2. A NUMBER OF MAJOR ASPECTS OF THE ORGANIZATION  
ARE CONSISTENT WITH THE RECOMMENDATIONS OF THE AD HOC  
COMMITTEE ON LONG-RANGE STRATEGY OR MAKE SENSE IN THEMSELVES:

(A) IN THE DISCUSSIONS ON UNIDO LONG-RANGE STRATEGY THE  
US WAS AMONG THOSE COUNTRIES WHICH STRONGLY SUPPORTED THE  
PROPOSITION THAT UNIDO SHOULD DEVELOP A "BRAIN"  
THROUGH A PROGRAM OF STUDIES AND RESEARCH DESIGNED TO  
THROW MORE LIGHT ON THE INDUSTRIAL DEVELOPMENT PROCESS  
AND THOSE PROBLEMS REQUIREING PRIORITY ATTENTION IN  
DEVELOPING COUNTRIES. ORGANIZATIONALLY, THE  
ESTABLISHMENT OF THE INTERNATIONAL CENTRE FOR  
INDUSTRIAL STUDIES AS A DIVISION WHICH WILL NOT BE  
ENCUMBERED WITH OPERATIONAL RESPONSIBILITIES  
REPRESENTS AN ESSENTIAL STEP TO PROVIDE THIS CAPABILITY;

(B) THE US HAS LONG URGED THE DESIRABILITY OF

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ESTABLISHING IN UNIDO A CENTRAL PROGRAMMING, PLANNING

AND EVALUATION CAPABILITY WHICH COULD GIVE HIGH-LEVEL PROFESSIONAL ATTENTION TO THE DEVELOPMENT AND ORIENTATION OF UNIDO'S PROGRAM OF ACTIVITIES AND AT THE SAME TIME CONCERN ITSELF WITH ESTABLISHING METHODOLOGY AND GUIDELINES FOR EVALUATING ITS EFFECTIVENESS. WE THEREFORE WELCOMED THE DECISION BY THE PREVIOUS EXECUTIVE DIRECTOR TO ESTABLISH A PLANNING, PROGRAMMING AND EVALUATION SECTION IN HIS OFFICE. HOWEVER, FOR VARIOUS REASONS THAT WE NEED NOT NOW GO INTO, THIS UNIT WAS UNABLE TO MAKE FULLY THE CONTRIBUTION WE HAD ANTICIPATED IN THIS RESPECT. WE HAVE NOTED WITH SATISFACTION THAT THE REORGANIZED SECRETARIAT WILL CONTAIN A PROGRAM DEVELOPMENT AND EVALUATION SECTION AS SUCCESSOR TO THE PLANNING, PROGRAMMING AND EVALUATION UNIT. WE HAVE PARTICULARLY NOTED THAT IT IS INTENDED TO PROVIDE THE NEW SECTION WITH CONSIDERABLE GREATER PROFESSIONAL STRENGTH WHICH SHOULD ENABLE IT TO PLAY A MORE EFFECTIVE ROLE.

(C) WE BELIEVE THERE IS MUCH TO BE SAID FOR CONCENTRATING INTO ONE ORGANIZATIONAL UNIT ALL THOSE ELEMENTS DIRECTLY CONCERNED WITH THE IMPLEMENTATION OF OPERATIONAL ACTIVITIES. THIS ASPECT OF UNIDO'S ACTIVITIES WILL CONTINUE TO BE OF GREAT IMPORTANCE. IT IS ONE THAT DIRECTLY DETERMINES IN MANY WAYS THE BENEFITS TO BE OBTAINED FROM THE ORGANIZATION BY THE LDC'S. (WITH AN EYE TO THE FACT THAT THE QUESTION OF THE LEADERSHIP OF THIS DIVISION IS STILL UNSETTLED, THE USDEL MIGHT ADD THAT THE EFFECTIVENESS OF THIS LARGEST ORGANIZATIONAL UNIT IN THE REORGANIZED SECRETARIAT WILL DEPEND TO A LARGE EXTENT ON THE ABILITY OF ITS CHIEF TO INTERGRATE THE VARIOUS ELEMENTS WHICH ARE BEING BROUGHT TOGETHER FROM THE VARIOUS PREDECESSOR DIVISIONS AND TO ELIMINATE INTER-SECTIONAL RIVALRIES CONCERNING RESPONSIBILITY FOR PROJECT IMPLEMENTATION WHICH HAVE PLAGUED THE SECRETARIAT IN THE PAST.)

3. WE UNDERSTAND THAT THE DECISION TO ABOLISH TCD REFLECTS A VIEW THAT IT INVOLVED AN UNNECESSARY LAYER OF ACTIVITY BETWEEN SUBSTANTIVE OFFICERS  
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RESPONSIBLE FOR PROJECT IMPLEMENTATION ON THE ONE HAND AND THE FIELD AND UNDP ON THE OTHER. HOWEVER, THIS FUNCTION NOW SEEMS TO BE REPRODUCED-AT LEAST TO SOME EXTENT-IN THE DIVISION OF POLICY COORDINATION. WE WOULD BE INTERESTED IN CLARIFICATION BY THE SECRETARIAT OF THE PROCEDURES UNDER WHICH THIS ASPECT OF UNIDO ACTIVITIES WILL BE CARRIED ON IN THE FUTURE. WE ARE ALSO INTERESTED IN KNOWING WHETHER THERE WILL

BE ANYTHING IN THE NATURE OF "COUNTRY DESKS"  
TO WHICH MISSIONS AND OTHERS CAN GO FOR A COMPREHENSIVE  
PICTURE OF UNIDO'S CURRENT AND PROSPECTIVE ACTIVITIES  
IN PARTICULAR COUNTRIES AS NECESSARY.

4. WE HAVE NOTED THAT ONE OF THE SECTIONS IN THE  
DIVISION OF POLICY COORDINATION IS  
DESIGNATED THE "NEGOTIATIONS SECTION".  
IT IS NOT CLEAR WHETHER THIS SECTION IS ALSO TO PROVIDE  
SUPPORT FOR SUCH SYSTEM OF CONSULTATIONS AS MAY BE  
DEVELOPED UNDER UNIDO AEGIS. (THE DIRECTOR'S  
MEMORANDUM OF OCT. 2, 1975 TO DIVISION DIRECTORS REFERS  
ONLY TO SUPPORT FOR NEGOTIATIONS AMONG GOVERNMENTS AND  
ORGANIZATIONS). IF THE SECTION IS TO BE RESPONSIBLE  
FOR PROVIDING SUPPORT TO A SYSTEM OF CONSULTATIONS THEN  
IT WOULD SEEM APPROPRIATE FOR ITS TITLE TO REFLECT  
THIS, PARTICULARLY SINCE CONSIDERABLE EXPERIENCE WITH CONSULTATIONS  
MAY WELL HAVE TO PRECEDE ANY MOVE TOWARDS NEGOTIATIONS IN THE  
FORUM OF UNIDO BY THE COUNTRIES CONCERNED.

5. IT IS IMPORTANT MORE ATTENTION BE PAID TO  
ENCOURAGING AND DEVELOPING A MORE ACTIVE ROLE BY  
PRIVATE INDUSTRY IN UNIDO AFFAIRS. WE THEREFORE  
NOTE WITH SATISFACTION THAT THE MATTER OF UNIDO'S  
RELATIONSHIP WITH BUSINESS AND INDUSTRIAL INSTITUTIONS  
IS EXPLICITLY REFERRED TO IN THE TITLE OF ONE OF THE  
NEWLY CREATED SECTIONS. WE SHALL BE VERY MUCH INTERESTED  
IN THE TERMS OF REFERENCE AND ORIENTATION OF THIS ASPECT  
OF THE SECTION'S RESPONSIBILITIES. STIBRAVY

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**Control Number:** n/a  
**Copy:** SINGLE  
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